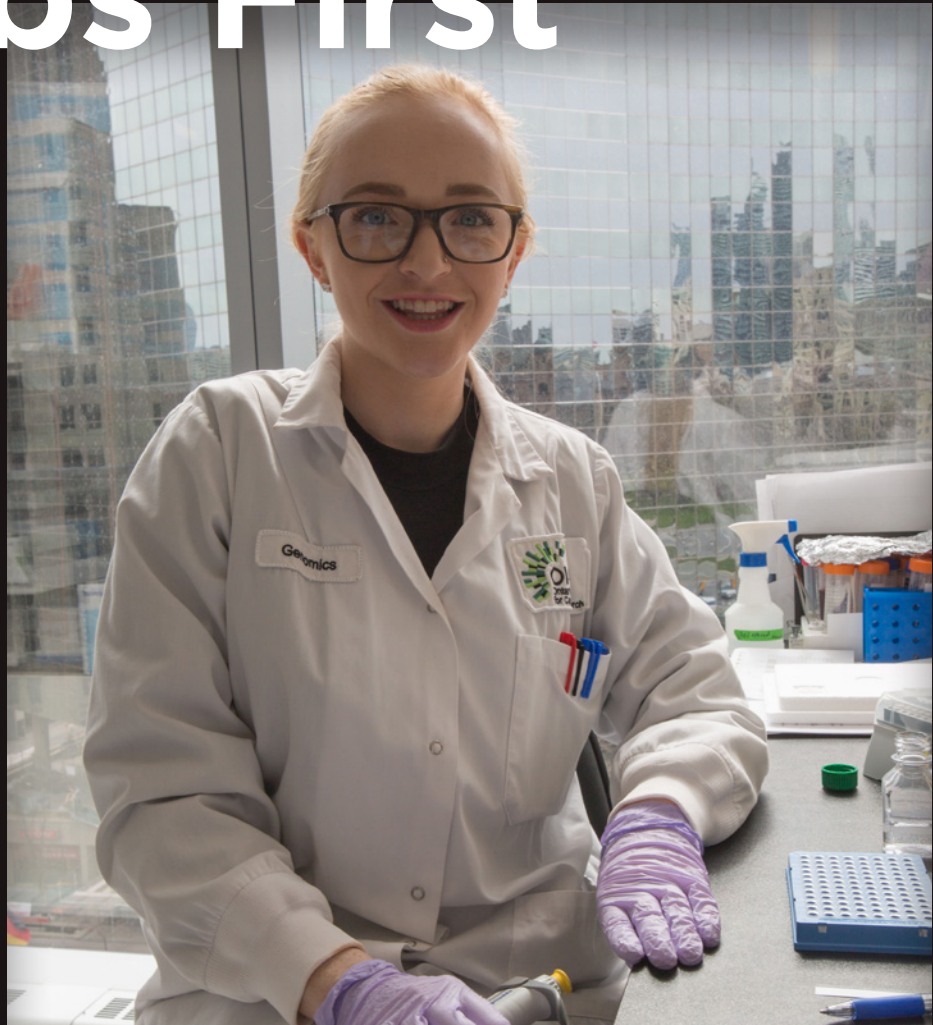


Academic Plan 2019-2024

Fleming College

Putting Jobs First



Year 1 - 19/20

Year 2 - 20/21

Year 3 - 21/22

Year 4 - 22/23

Year 5 - 23/24



An Academic Plan that Puts Jobs First for Students, Communities and the Economy

Putting Jobs First is a five-year Academic Plan that will deliver economic growth and well-being to students, the communities we serve, and beyond. The development of the 2019-2024 plan was initiated in 2019 and led by Dr. Tom Phillips, culminating in a set of priorities and strategies designed to provide a roadmap to supporting our communities by graduating students with the skills they need to succeed, and delivering programs that are relevant to the evolving economy.

Our collective mandate is to ensure the four communities we serve – Peterborough, Lindsay, Haliburton and Cobourg – are thriving; fueled economically and socially with talent empowered with the innovative education, research and real-world experiences they need to build better lives, better communities and a better world.

Disruption caused in 2020 by the worst public health crisis of our generation requires a second look at the strategies that were developed pre-COVID-19 to achieve the academic plan and the timelines set out to achieve them. The pandemic has had a profound and lasting effect on post-secondary education in Canada, and around the world. Fleming College responded (and continues to respond) by re-evaluating priorities set out in the 2019-2024 Academic Plan and by establishing additional appropriate strategies.

Fleming's over-arching mission is to empower our students with the innovative education, research and real-world experiences they need to build better lives, better communities and a better world. And that mission is as imperative today as it was pre-COVID-19. Fleming remains committed to realizing our vision of creating prosperity and transforming communities through education and innovation, as we stay true to our values of responsiveness, innovation, collaboration, inclusiveness and accountability

We acknowledge we are providing this service to students, communities and the province on the traditional lands of the Anishinaabe and Mississauga Peoples, and the Academic Plan seeks to strengthen relationships with Indigenous Peoples now and in future.

As with all projects of this scope, the plan demonstrates the commitment of time and energy from many internal and external stakeholders and the college is most appreciative.



Linda Poirier
Vice President Academic Experience

An Academic Plan To Support Fleming's Mission

Putting Jobs First is a roadmap that will guide the Academic Plan for Fleming and reflects the ambitions and commitments of Fleming's five-year Strategic Plan announced in June 2019 by President Maureen Adamson and Board Chair Dan Marinigh. *Our Fleming. Our Future* charts a path for dynamic change over the next five years and articulates our new mission, vision and values.

Our Mission: To empower our students with the innovative education, research and real-world experiences they need to build better lives, better communities and a better world.

Our Vision: Creating prosperity and transforming communities through education and innovation.

Our Values: Responsiveness-Innovation-Collaboration-Inclusiveness-Accountability

Our Strategic Priorities

The *Putting Jobs First* Academic Plan identifies six strategic directions and 29 actions that will be implemented over the life of the plan. The Academic Plan will be phased in, with some tactics given priority as we stay in step with the accelerated pace of global change. A table accompanying each action illustrates in which year a priority will begin and when it will be functioning.

This is a plan to benefit students, our communities and the province, and so it reflects ideas and input gathered from Fleming faculty, students and staff, and also industry and other members of our region which were gathered during consultations under Dr. Phillip's direction across Fleming's campuses. Outreach was essential in formulating the plan, with internal and external stakeholders given multiple opportunities to provide comment on Fleming's academic direction through a series of Town Halls, one-on-one meetings, special gatherings, and an online survey. Response was unprecedented, with thousands of people touched, and 670 responses received to the survey alone.

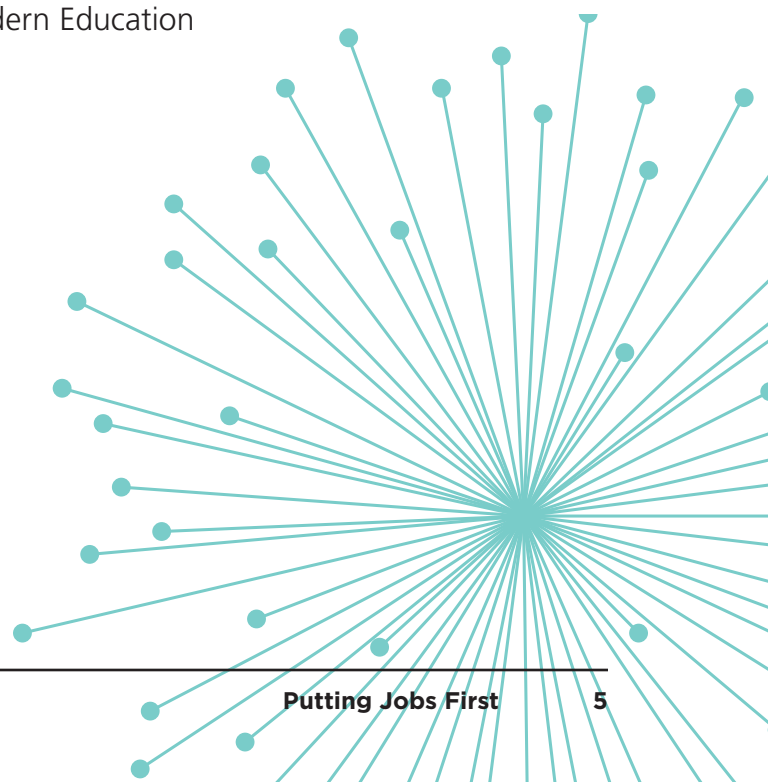
Fleming shares the Ontario government's desire to build a thriving economy by ensuring graduates have the skills employers need. Our blueprint identifies strategies to ensure the College has a strong economic impact. Indeed, Fleming seeks to be the go-to-institution for quality new and future-oriented education for our community, Ontario and beyond.

Successful implementation of Fleming’s academic mission will require integrated planning across college services including Human Resources, Advancement, Recruitment, IT, Research and Registration, and a good working relationship with our unions. In some cases, the actions described will be implemented with the leadership and support of other senior leaders at the College, including the Vice President Student Experience, the Vice President Organizational Effectiveness & Human Resources, the Vice President Applied Research & Innovation, the Vice President Economic & Community Development, the Registrar, the Chief Technology Officer and the Vice President Corporate Services. Roles and responsibilities related to each action are clearly identified in the plan, and a comprehensive Action Plan to more specifically guide implementation of the Academic Plan has also been developed.

The Academic Plan will require changes to how we operate, including academic re-organization, timetables to support teaching and learning, space and facilities to support engagement, advances in teaching and learning technologies and rebranding of our Schools so that they are more easily identified as part of the Fleming community.

Putting Jobs First identifies the following Strategic Priorities for 2019-2024:

- Responding to the Needs of the Labour Market
- Ensuring Students Have the Skills, Experience & Support They Need
- Delivering Programs that are Relevant
- Sustainability through Strategic Enrolment Management
- Providing a Top-Quality Education
- Revitalizing & Engaging our Faculty for a Modern Education



PRIORITY 1

Responding to the Needs of the Labour Market

The nature of work is changing rapidly as technological disruptions fundamentally alter the economy and the kind of talent Canada needs to compete. Post-secondary institutions and faculty must step up to prepare students for a world that is constantly evolving, and to provide employers with graduates who have the skills needed for jobs of today and the future. To ensure Fleming has its finger on the pulse of the labour market, our Academic Plan is committed to deepening our understanding of employer needs by applying a new rigour to our Job Market Analytics, establishing a deeper partnership with industry and our communities, and matching the culture of innovation and entrepreneurship of the modern workplace by embedding that spirit and knowledge into our academic programming.



“Post-secondary institutions and faculty must step up to prepare students for a world that is constantly evolving.”

1. Action: Establish a Fleming Jobs Council

The College will identify and bring together a network of employers from each of the four geographical regions we serve, including employers in rural and urban Indigenous communities, to act as program advisors and share current market trends, to ensure the Academic Plan is current and responsive as the demands of the local, provincial and global labour market shift. The Jobs Council will advance the revitalization of our Program Advisory Committees (PACs) through transferring knowledge and informed analysis relevant to the future economy.

Project start: 2023/24

Y1 | Y2 | Y3 | Y4 | **Y5**

Lead: Workforce & Labour Market Advisor

Supported by: Vice President Academic Experience, Director, Project Management Office & Institutional Research Office

2. Action: Understand the Job Market

The College will establish an effective and robust system for collecting and sharing Labour Market Analytics, informed by the new Workforce and Labour Market Advisor, supported by staff, and with input from faculty and industry representatives on our Program Advisory Committees. Labour market profiles will be created for all programs and updated regularly so that evidence-based data and projections guide programming, ensuring it is always relevant to the job market and anticipates change. Through our analysis, we will seek to understand training requirements for Indigenous communities and how to increase participation of Indigenous peoples in the workforce.

Project start: 2020/21

Y1 | Y2 | **Y3** | **Y4** | **Y5**

Lead: Workforce & Labour Market Advisor

Supported by: Director Project Management and Institutional Research; Dean, General Arts and Sciences & Academic Quality

3. Action: Empower our Program Advisory Committees

The College will invigorate our PACs, with a new name and a new more activist mandate. The new Workforce Program Advisory Committees (Workforce PACs) will bring together industry leaders who can ensure the latest trends in their fields are reflected in student learning, by sharing ideas at meetings, participating in applied projects and interacting with students and faculty so that each understands how industries are evolving as well as employer expectations.

Project start: 2020/21

Y1 | Y2 | **Y3** | Y4 | Y5

Lead: Dean School of General Arts and Sciences & Academic Quality

Supported by: Deans of schools; Chairs of schools; Program Advisors; Director Project Planning & Institutional Research

4. Action: Partner with Industry to Help Ensure their Success

The College recognizes that industry is evolving to meet the challenges of the transforming economy and will create a Partner Business Development Strategy in conjunction with community partners including those in Economic Development to ensure we are meeting training and professional development needs of firms and services in Ontario, Canada and beyond. Seeking out opportunities to partner with businesses and the social services sector, and to provide Applied Research and targeted Academic Upgrading will ensure the College and its faculty and students are evolving and keeping up with industry trends and provide a new revenue stream.

Timeline: Project start: 2020/21

Y1 | **Y2** | **Y3** | **Y4** | **Y5**

Lead: Vice President Applied Research and Innovation

Supported by: Vice President Economic & Community Development

5. Action: Seek Out Special Projects

The College will seek out and step-up engagement on special projects and initiatives, including with government of all levels and Indigenous communities, to ensure we are helping to meet pressing priorities in areas where we can play a role. This includes but is not limited to providing education and skills to job seekers at all stages of their careers and Applied Research projects where students and faculty can engage in issues that matter most to Canadians.

Timeline: Project start 2019/20

Y1 | Y2 | Y3 | Y4 | Y5

Lead: Vice President Academic Experience

Supported by: Vice President Student Experience; Vice President Applied Research & Innovation; Deans of Schools;

6. Action: Create a Culture of Innovation, Entrepreneurship & Intrapreneurship

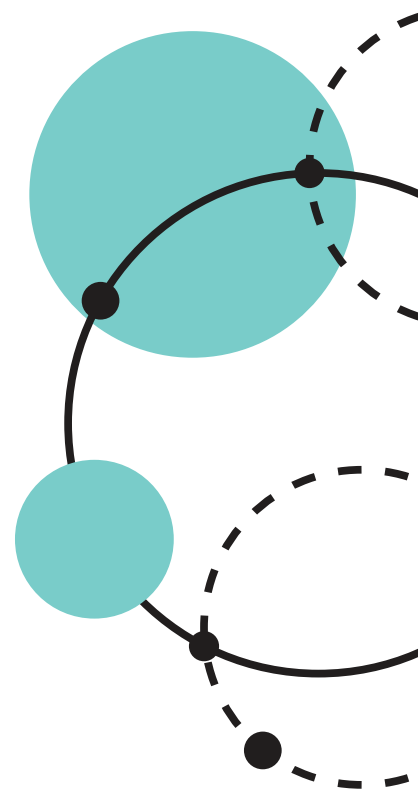
The College and its faculty understand that as the economy transforms employers are looking for employees who bring new ideas and embody an innovative approach to work. At the same time, those seeking to play a role in the job market are increasingly starting their own businesses, employing themselves and in some cases others. Fleming commits to embedding the spirit of and knowledge about innovation, entrepreneurship and intrapreneurship into programs across all disciplines.

Timeline: Project start 2020/21

Y1 | Y2 | Y3 | Y4 | Y5

Lead: Dean, School of Business, Flexible Delivery & Contract Training

Supported by: Dean General Arts and Science & Academic Quality



PRIORITY 2:

Ensuring Students Have the Skills & Experience They Need

The data tells us that students who have hands-on training fare better in the job market. Fleming's Academic Plan is committed to ensuring every student has at least one experiential learning opportunity including co-ops, internships, apprenticeships and Applied Research activities in their fields. Faculty will further develop student success by ensuring they have the so-called soft skills, such as communication, innovative problem solving and team building, employers tell us are in demand. It is also essential that they choose programs that match their career goals, and that they understand the expectation of employers in the workplace. To deepen our understanding of why some students drop out or struggle to enter the workforce, and to improve graduation rates, employment rates and the proportion of graduates employed full-time in their fields, we will supplement the work of faculty in this area by advancing our Career and Employment Services, and ensure non-academic supports are in place to help anyone needing it.



“Faculty will develop student success by ensuring they have the so-called soft skills employers tell us are in demand.”

7. Action: Create a Student-Employers Partnerships Network to boost Experiential Learning

The College will bring together students and employers to ensure every student receives at least one experiential learning opportunity before graduation and continue to increase those experiences over time. Working with faculty who are at the heart of student success, we will restructure our Employment Services system and use technology to measure experiential learning across the curriculum and generate a student transcript of real-life experience to assist students in their job search. Of particular note will be efforts to support students from Indigenous populations who face many transitions and systemic barriers in seeking employment.

Timeline: Project start 2020/21

Y1 | Y2 | Y3 | Y4 | Y5

Lead: Vice President Student Experience

Supported by: Vice President Academic Experience; Vice President Applied Research & Innovation; Dean, General Arts and Science & Academic Quality; other Senior Management Team members where appropriate

8. Action: Expand Student Involvement in Applied Research

The College will develop a five-year strategy to embed students in Applied Research opportunities including applied projects occurring in all Fleming programs. This will help ensure students receive hands-on experience in research projects reflective of innovations in their fields, and that they are contributing to Canada's research and innovation agenda.

Timeline: Project start 2020/21

Y1 | Y2 | Y3 | Y4 | Y5

Lead: Vice President Applied Research & Innovation

Supported by: Vice President Economic & Community Development, Vice President Academic Experience; Deans

9. Action: Establish a Student Success Strategy

The College will assist the work of faculty and support staff in achieving higher retention and graduation rates by using innovative technology solutions. Support services will be designed to help Indigenous and international students, high-school students, job-seekers, and employees seeking to return to college in order to participate in the workforce or progress in or change careers. Student success advisors will be put in place to guide struggling students toward appropriate faculty or staff who can take action on appropriate intervention strategies, at the right time and in the right place.

Timeline: Project start 2020/21

Y1 | Y2 | Y3 | Y4 | Y5

Lead: Vice President Student Experience

Supported by: Vice President Academic Experience; Registrar; Director Project Management & Institutional Research; Chief Information Officer

10. Action: Ensuring Students Acquire the Soft Skills Employers Value

The College will ensure students, regardless of program, graduate with the right mix of skills for the modern economy, including communication, innovative problem-solving and team-work and other soft skills employers tell us they value. A new General Education Policy will ensure proficiency in skills such as writing, communications, and soft skills and cultural competencies will be clearly defined and taught across the curriculum.

Timeline: Project start 2020/21

Y1 | Y2 | Y3 | Y4 | Y5

Lead: Dean, School of General Arts and Sciences and Academic Quality

Supported by: Registrar; Director Project Management & Institutional Research; Deans of schools

11. Action: Expand Employment Services

The College will support the work of faculty in increasing graduation and employment rates by invigorating our Employment Services, ensuring students are prepared for the workforce with practical knowledge of how to build a resume and portfolio, search for employment, and appropriate workplace behavior. Students will be connected to jobs through a closer relationship to employers and job-matching technology.

Timeline: Project start 2020/21

Y1 | Y2 | Y3 | Y4 | Y5

Lead: Vice President Student Experience

Supported by: Student Services Team

12. Action: Ensuring Students Acquire the Soft Skills Employers Value

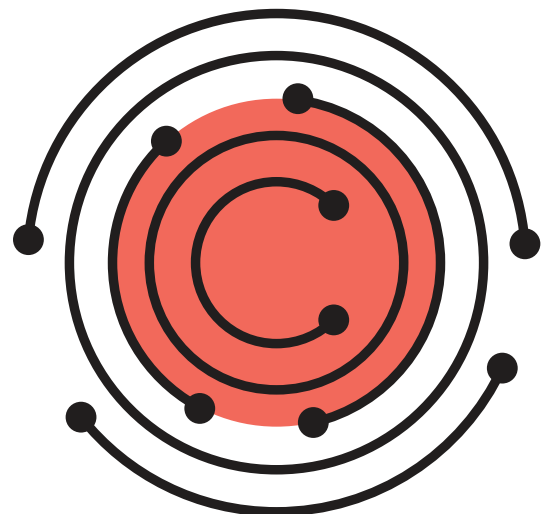
The College will strengthen our relationship with Indigenous Peoples by helping to create opportunities in post-secondary education, and actively participating in the process of reconciliation by ensuring all students and staff gain a deeper understanding and appreciation of Indigenous Peoples, their ways of knowing and histories. Indigenous knowledge will be introduced into the curriculum of all programs through various forms of delivery and Indigenous perspectives incorporated where applicable as part of future academic policies and procedures.

Timeline: Project start 2020/21

Y1 | Y2 | Y3 | Y4 | Y5

Lead: Academic Chair, Indigenous Perspectives

Supported by: Dean, School of General Arts and Science & Academic Quality



PRIORITY 3:

Delivering Programs That are Relevant

Fleming's commitment is to focus on the needs of students and employers in the labour market so that we can be true partners in the economic and social growth of our communities. This means that we must ensure we are providing programs and training that will lead to the jobs that are in demand. To do this, Fleming's Academic Plan prioritizes the review of programs and skills training for learners coming to college out of high school, those who have had a gap in their journey and adults seeking lifelong learning and upskilling. In this way, the College will ensure we are contributing to the regional and provincial economy by connecting graduates to jobs and employers to talent. Where possible, we will encompass a global perspective into our programs to ensure our graduates are ready to help Ontario compete on the world stage. We will focus on sectors we know are in demand, and relevant to our region including community health, safety, and well-being. Our programs will align with sectors and industries forecast to be emerging, for example agriculture, sensor technology, business programs such as project and supply chain management, business innovation, and environment and health. We seek to create a Centre of Excellence for Fleming as part of our role in the system of colleges in Ontario.



“The College will ensure we are contributing to the regional and provincial economy by connecting graduates to jobs and employers to talent.”

13. Action: Labour-Market Responsive Programs

The College will review all current programs and through the new Academic Plan introduce new programs to meet the needs of the economy, while refocusing or moving out of those that do not. Each academic year, a set of programs will be reviewed and adjustments made in real time so that all programs lead to a job even as demands of the labour market change.

Timeline: Project start 2020/21

Y1 | Y2 | Y3 | Y4 | Y5

Lead: Workforce & Labour Market Advisor

Supported by: Dean, GAS and Academic Quality, Office of Sustainability; Deans of Schools

14. Action: Enhancing Pathways and Degree Partnerships

The College will enhance pathways and transition support for students transferring from other post-secondary institutions, and across programs within the College, as they seek to customize their education and gain the right mix of academic and real-life experience required to meet their employment goals. This will include pathways for Indigenous students. Establishing partnerships to offer degree credentials.

Timeline: Project start 2020/21

Y1 | Y2 | Y3 | Y4 | Y5

Lead: Dean, Frost Campus

Supported by: Registrar; Dean, School of General Arts and Science & Academic Quality; Deans of Schools

15. Action: Preparing Students for Jobs Through Skills Advance Ontario

The College will pilot advanced apprenticeship programs via partnerships with Skills Advance Ontario tailored for Fleming to increase the ability of graduates to transition successfully into jobs by dividing their learning time between the classroom and the workplace in an integrated way.

Timeline: Project start 2020/21

Y1 | Y2 | Y3 | Y4 | Y5

Lead: Dean, Trades & Technology

Supported by: Vice President Academic Experience; Director, Project Management & Institutional Research and Deans of the Schools

16. Action: Fostering Lifelong Learning

The College will transform its Continuing Education programs so that they mirror workplace needs to ensure adult learners seeking to retrain and upskill find the help they need at times and through delivery models that make sense given competing demands on their time. New opportunities will be provided for College employees to enrol in short-term programs to refresh credentials and certificates. Continuing Education courses will be offered for students who need more time to complete programs.

Timeline: Project start 2021/22

Y1 | Y2 | **Y3** | **Y4** | **Y5**

Lead: Dean School of Business and Flexible Delivery & Contract Training

Supported by: Vice President Academic Experience, Deans of schools; Vice President Student Experience; Workforce & Labour Market Advisor

17. Action: Expanding Digital Learning – Establish a Digital Transformation Plan

Through the creation of a *Digital Transformation Plan*, the College will embrace modern use of digital technologies to ensure more students locally and in remote and rural areas including Indigenous communities, or those who prefer to learn online and on their own schedules have access to a quality education through a renewed approach to Digital Learning. The capacity and capability to use Digital Learning as a professional development tool is transferable as job demands, knowledge and geographical locations change throughout a career. Supports will be provided to faculty and students who need help to succeed using new teaching and learning technologies.

Timeline: Project starts 2020/21

Y1 | **Y2** | **Y3** | **Y4** | **Y5**

Lead: Director, Student and Academic Experience

Supported by: Chief Technology Officer, Dean, General Arts and Science & Academic Quality; Academic Chair, Indigenous Perspectives

PRIORITY 4

Sustainability through Strategic Enrolment Management

As Canada's population ages, the proportion of school-age children is in decline, requiring post-secondary institutions to diversify their enrolment base to ensure sustainability in order to make an impact on the economic and social vitality of their communities. At the same time, Peterborough is the fastest-growing city in Canada, supported in part by commuters and new Canadians, and the economy in our four communities is transforming from manufacturing to industrial, tech and service. Through our Academic Plan, Fleming will implement Strategic Enrolment Management while maintaining our commitment to access to ensure the College enhances student recruitment and retention, and creates a welcoming environment for all. The Strategic Enrolment Management plan will ensure we enrol a mix of students who will benefit from our programs, focus on quality and achievement, and benefit from an enhanced student experience.



“The College will enhance student recruitment and retention, and create a welcoming environment for all.”

18. Action: Achieving the Optimum Enrolment Mix

The College will implement strategies to increase enrolment even as the proportion of domestic school-age students declines. At the same time, we will ensure the Academic Plan attracts a mix of students who will help achieve Fleming’s commitment to provide education and skills training to students at all stages of their lives, from diverse demographic groups, diverse geographic regions and a diverse set of countries internationally. We will not lose sight of our commitment to be culturally aware, while being financially sustainable and helping to grow the economy.

Timeline: Project starts 2022/23

Y1 | Y2 | Y3 | **Y4** | **Y5**

Lead: Vice President Academic Experience

Supported by: Vice President Economic & Community Development; Vice President Student Experience; Registrar; Director Project Management & Institutional Research; Dean, School of General Arts and Science & Academic Quality; Workforce & Labour Market Advisor

19. Action: Attracting Domestic, International & Indigenous Learners

The College will seek to welcome all students by creating programs and supports within the Academic Plan to further increase participation of all groups of students and by developing programs and supports relevant to students in our region, elsewhere in Canada, Indigenous learners and students from overseas.

Timeline: Project starts 2021/22

Y1 | Y2 | **Y3** | **Y4** | **Y5**

Lead: Vice President Academic Experience & Academic Chair, Indigenous Perspectives

Supported by: Vice President Student Experience, Vice President Economic & Community Development

20. Action: Ensure We Are a Welcoming Place for All

The College will align its resources across all functions and services to enhance accessibility and inclusiveness and to encourage the development of a diverse population of students and academic, administrative and support staff. Cultural competencies will be incorporated into curriculum and non-academic programming as well as professional development for staff, so that all feel supported and can learn from each other's experiences and perspectives.

Timeline: Project start 2020/21



Lead: Vice President, Organizational Effectiveness & Human Resources

Supported by: Vice President Academic Experience, Vice President Student Experience, Registrar, Vice President Organizational Effectiveness & Human Resources, Deans of Schools

21. Action: Strategic Enrolment Management

The College will ensure operational sustainability by creating a coordinated framework for enhancing student recruitment, conversion, retention, timetabling and the student experience. This will allow us to admit students who will benefit from our programs, to focus on quality and quantity and to improve engagement with students. A long-term enrolment growth plan, including an International Strategy, will be developed.

Timeline: Project start 2021



Lead: Vice President Academic Experience & Registrar

Supported by: Strategic Enrollment Management Task Force, Vice President Economic & Community Development; Director, Project Management & Institutional Research

PRIORITY 5

Providing a Top-Quality Education

Students seeking to gain the education, skills and experience they need to enter and keep up in the job market in these fast-moving times should feel certain that their post-secondary education is first-class. Fleming, which follows the framework for quality guidelines set out by the Ontario College Quality Assurance Service, seeks to ensure the education and services it provides are top quality. In order to ensure continuous improvement, the Academic Plan commits to ensuring quality standards are met in the programs we offer through a rigorous program review and assessment process. We are also committed to ensuring students are equipped for the job market by implementing strategies to motivate and recognize their achievements. We will reflect the technology used in the workplace whether provided in-College or in-workplace for training and skills development and continue to provide those participating in the workforce with the upskilling they need as the nature of work evolves.



“The Academic Plan commits to ensuring quality standards are met in the programs we offer through a rigorous program review and assessment process.”

22. Action: Rigorous Review and Assessment of Programs

The College will ensure our programs are always of the highest quality and have an emphasis on labour market relevance by implementing a continuous and formal process of evaluating, measuring and documenting educational effectiveness. We will review the current quality assurance process to ensure effectiveness and strengthen areas needed to meet the commitments of Fleming's Strategic Plan and obligations within the Strategic Mandate Agreements negotiated with the Province.

Timeline: Project start 2020/21



Lead: Dean, School of General Arts and Science & Academic Quality
Supported by: Workforce & Labour Market Advisor; Deans of Schools

23. Action: Advancing Learning Technologies

The College will advance the integration of modern learning technologies into all learning environments and experiences, whether in-person, online or through a hybrid delivery model, as we leverage the Technology Development Centre to meet the College's commitment to use technology and digital tools to enhance access and engagement in learning. We will ensure professional development of staff, as well as technical supports, so that they may use learning technology effectively in teaching and learning environments.

Timeline: Project start 2020/21



Lead: Director, Academic and Student Experience
Supported by: Chief Technology Officer, Vice President Organizational Effectiveness & Human Resources; Chief Information Officer; Dean, School of General Arts and Science & Academic Quality



24. Action: Micro-credentials, Flexible Delivery & Contract Training

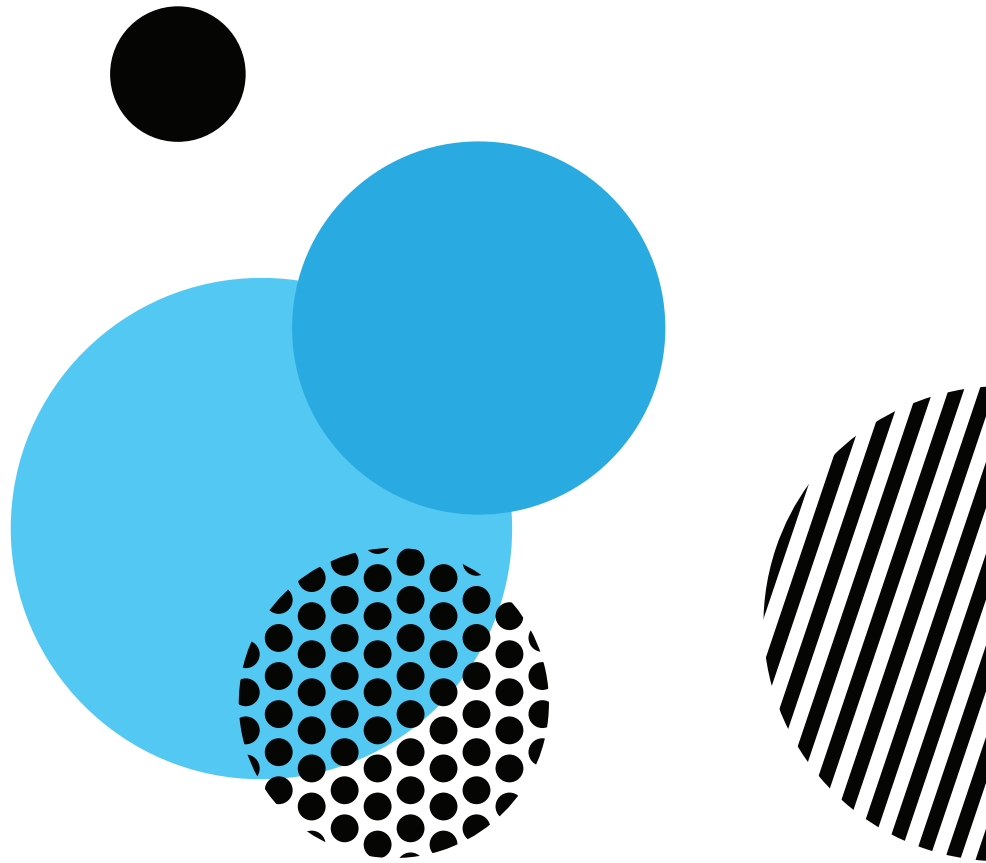
The College will develop new ways to ensure all students receive a quality education by developing strategies to recognize their achievements including micro-credentialing, Flexible Delivery and Contract Training which can lead to College certificates, diplomas and graduate certificates. This is particularly useful in supporting those who may be struggling or those who need fast turnaround and recognition on their progress.

Timeline: Project start 2021/22:

Y1 | Y2 | **Y3** | **Y4** | **Y5**

Lead: Dean, School of Business, Flexible Delivery & Contract Training

Supported by: Deans of Schools; Dean, School General Arts and Science & Academic Quality



PRIORITY 6

Revitalizing and Engaging Faculty for a Modern Education

Meeting the objectives of Fleming’s 2019-2024 Academic Plan will require a revitalized faculty equipped to provide the modern education participants in our evolving economy demand. Through the Strategic Plan, the College will ensure we have the right mix of full and part-time staff from diverse backgrounds, and with relevant expertise. Those who are teaching our students must be skilled in the latest proven methods of teaching and learning, in how to foster innovation, and contributing to the academic mission through expanded professional development opportunities and contributions through a purpose-built Academic Council. Fleming is committed to ensuring faculty and staff have the resources they need so they are empowered and students feel supported and engaged with staff in a teaching and learning environment that fosters close relationships.



“Fleming is committed to ensuring faculty and staff have the resources they need so they are empowered and students feel supported.”

25. Action: Empowering the Academic Council

The College will pursue a new strategy for faculty engagement and decision-making around academic planning that would include reorganizing the Academic Council so that it has greater opportunity for critical discussion and influence on academic decision-making. We will draw on successful attributes of similar unicameral systems of governance that have been effective at other leading academic institutions in Canada.

Timeline: Project start 2020/21

Y1 | Y2 | Y3 | Y4 | Y5

Lead: Dean, Frost Campus

26. Action: Embracing a Continuous Professional Learning Culture

The College will seek to meet Fleming's commitment to empower our staff by providing continuous learning opportunities and access to the latest teaching and learning techniques through Common Block Professional Development. To meet needs articulated by faculty, professional development will be provided at the macro level within and between Schools, beginning with block development in May-June 2020 for all Schools. This will be supplemented by individual professional development, including in Applied Research, at the micro level.

Timeline: Project start 2022/23

Y1 | Y2 | Y3 | Y4 | Y5

Lead: Vice President Academic Experience

Supported by: Vice President Organizational Effectiveness & Human Resources; Vice President Applied Research & Innovation; Dean, School of General Arts and Science & Academic Quality



27. Action: Optimizing and Expanding Teaching Complement

The College will seek to expand its teaching complement and find employees with the right mix of subject matter knowledge as well as an appropriate mix of full- and part-time staff in order to ensure students at all stages of their lives are learning from faculty with the right skills, currency and expertise.

Timeline: Project start 2022/23

Y1 | Y2 | Y3 | **Y4** | **Y5**

Lead: Vice President Academic Experience

Supported by: Vice President Organizational Effectiveness & Human Resources

28. Action: Building on a Culture of Engagement with Students

The College will seek to ensure students are supported through regular engagement and interaction with staff by building into the Academic Plan actions that support a teaching and learning culture and environment that fosters close relationships and mentoring including through Applied Research projects, development of soft skills, and job-seeking preparation.

Timeline: Project start 2021/22

Y1 | Y2 | **Y3** | **Y4** | **Y5**

Lead: Dean, School of Justice and Community Development

Supported by: Vice President Organizational Effectiveness & Human Resources; Vice President Applied Research; Dean, School of General Arts and Science & Academic Quality

29. Action: Ensuring Faculty Diversity and Inclusion

The College will seek to ensure Fleming is a welcoming place for all, by ensuring the employee composition reflects the diversity and inclusion across our communities.

Timeline:

Y1 | Y2 | Y3 | **Y4** | **Y5**

Lead: Vice President Academic Experience

Supported by: Vice President Organizational Effectiveness & Human Resources, Vice President Student Experience

Measuring Success and Implementation

To support the launch and ongoing implementation of the Academic Plan, School and Division leadership will work with the Project Management and Institutional Research Office to develop meaningful metrics and performance indicators to help the College measure progress in meeting the plan's six priorities and 29 supporting actions.

The metrics will allow for a phased approach to implementation of the plan over its five-year timeframe, as well as flexibility in adjusting strategies as circumstances evolve.

Progress will be reported regularly by individual units. Updates on progress of the overall plan will be provided to the Board.

Important to the successful implementation of the Academic Plan will be internal leadership and engagement with staff. Several new Deans have joined the College, and this provides an opportunity to incorporate the Academic Plan and its commitments into the College's

Divisional Planning Processes. The priorities and actions of the Academic Plan will be reflected in the performance management system, ensuring together they contribute to successfully achieving the overall mission, vision and values of the College as articulated in the 2019-2024 Strategic Plan, *Our Fleming. Our Future*, which can be found on Fleming's website at flemingcollege.ca/strategicplan2019

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